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Georgia Technology Authority

Georgia Technology Authority
Progress Report 2003

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Online access to Georgia government

GTA

In Touch

GTA
Georgia Technology Authority

Executive Summary

This progress report highlights the achievements and responsibilities of the Georgia Technology Authority and the impact on state and local government.

GTA works to bring to Georgia the benefits made possible by technology: greater efficiencies; security safeguards; expanded access to government information and services; and economic development opportunities throughout the state.

The state's new electronic voting system and online driver's license renewal exemplify technology's ability to offer citizens improved service. Georgia's new state government portal gives parents the ability to go online to check the status of their child support payments. Other online services will be added.

GTA operates the state data center, which supports more than 125 state systems, such as personnel, payroll, purchasing, invoice payments, billing and revenue collections for 76 agencies, including the largest agencies in state government.

GTA coordinates the purchase of technology resources, totaling hundreds of millions annually. This consolidated purchasing power allows the state to obtain greater value for its technology expenditures. For example, the state will save $9-$18 million annually through its participation in a computer purchasing alliance called WSCA.

GTA advises state agencies to ensure that their IT purchases and projects produce the intended value and efficiency. Projects run the gamut from enhancements to the state's revenue collection system to development of a statewide immunization registry.

GTA plays a critical role in state government operations:

Telecommunications. GTA provides telephones, wireless and data services in every Georgia county to all state agencies, colleges and universities and almost 1,200 local government and school system offices. GTA operates the third largest telephone system in Georgia.

GTA developed the Converged Communications Outsourcing Project (CCOP) to strengthen the potential for private sector investment in an advanced telecommunications network reaching every Georgia county. The project would outsource and upgrade state government's telecommunications and information technology services, providing local, long distance and wireless telephone services, high-speed online access, local area networks, and personal computing equipment and support. Gov. Sonny Perdue created a task force to make recommendations about outsourcing the state's telecommunications services. Shortly after naming the task force, the governor also recommended that GTA discontinue CCOP. GTA will work with the task force in an advisory capacity.

State data center. GTA operates the state data center, which supports more than 125 state systems, such as personnel, payroll, purchasing, invoice payments, billing and revenue collections for 76 agencies, including the largest agencies in state government. The data center supports critical systems such as law enforcement, child support payments, eligibility for family assistance and payments to retirees.

In 2002, the General Assembly approved an $18 million bond package for the purchase of a new data center to support critical state applications in a modern, secure environment. Because of the state's economic condition, the purchase has been delayed.

Security. GTA maintains information systems that are essential to public safety in an emergency. GTA supports the homeland security initiative by protecting the state's Internet backbone and assists agencies in developing effective business continuity/disaster recovery plans.

GTA's budget for FY 2003 totals $203.3 million, with $179.6 million in revenues generated by GTA and $23.7 million in appropriated funds.

GTA Purpose, Responsibilities and Opportunity

GTA Purpose

GTA sets the direction for the state's use of technology and makes government transactions and information accessible anywhere, anytime.

GTA Responsibilities

GTA manages the state's computer and telecom services and promotes the cost-effective use of technology in state and local government.

GTA's specific responsibilities are to:

- Establish the enterprise architecture for the state to bring interoperability in a cost-effective manner so that agencies can exchange information more easily.
- Establish policies and standards derived from the enterprise architecture for technology and security.
- Operate the state's data center and telecommunications network.
- Develop and manage the state's Web portal to provide online government information and services.
- Promote interoperability of state systems through the portal, project management and procurement oversight.
- Coordinate the purchase of technology resources consistent with established policies and standards.
- Oversee IT projects costing more than $1 million to prevent waste and delay.
- Review and analyze IT budgets and strategic plans.
- Facilitate statewide strategic planning to build a technology-enabled government.

GTA Opportunity

Combining in GTA the responsibility for information technology architecture and security as well as procurement, planning and budget review gives the state the opportunity for the first time to manage IT spending in Georgia state government.

Getting Better Value for Tax Dollars

Through coordination and oversight, GTA helps to maximize the state's IT purchasing power. With responsibility for establishing procurement policy and coordinating the purchase of technology resources for state government, GTA received the 2002 Achievement of Excellence in Procurement Award from the National Purchasing Institute.

Microsoft Enterprise Agreement. A unique statewide software agreement negotiated by GTA allows state and local government agencies to save a combined $28.5 million on Microsoft desktop software over three years. The agreement covers more than 58,000 computers, almost three-fourths of all desktop computers operated by state and local government agencies.

Begun in 2001, the agreement saves at least 50 percent compared to other discounted prices, an average savings of $500-$750 per computer over the three-year period. Forty state agencies, 16 counties, eight cities and several other government-related entities are participating in the agreement.

Combined purchasing power. Georgia is expected to save $9-$18 million annually on microcomputers and peripherals by participating in a multistate alliance. The Western States Contracting Alliance (WSCA) combines the purchasing power of more than 36 state governments and offers the same equipment as Georgia's previous statewide contracts but at more competitive prices. Local governments in Georgia can also use WSCA contracts.

IT temps contract. The state's use of a Web site and automated system to find and manage temporary IT workers has saved agencies more than $3.5 million during its first 15 months of operation. A contract with Venturi Technology Partners relieves state and local government agencies of the administrative burden of recruiting temporary IT workers while also reducing the average cost. The contract saves agencies an estimated 70 work days per year.

Telemedicine and distance learning. GTA is working with the Department of Corrections (DOC) and the Medical College of Georgia (MCG) to reconfigure its high-speed data connections to the Georgia Statewide Academic and Medical System (GSAMS), which supports distance learning and telemedicine throughout the state. The effort will result in estimated annual savings of at least $120,000 for DOC and $180,000 for MCG. GTA recently renegotiated the maintenance contract for GSAMS and achieved cost savings of more than $100,000 annually.

Software exchange. A GTA pilot project is enabling local and state government agencies to cut down on software development costs through a national software component exchange. The online exchange enables public sector agencies to post software components they developed so other agencies can use them without charge. GTA contracted with ComponentSource of Atlanta to create and manage the exchange. The executive board of the National Association of State Chief Information Officers (NASCIO), on whose behalf GTA negotiated the contract, approved the pilot project. The National Software Component Exchange also will allow state and local governments to take advantage of thousands of components that have already been developed by the private sector and are listed on the exchange.

Over three years, Albany/Dougherty County will have saved $278,000 in software costs by participating in the Microsoft Enterprise Agreement. "That means we can offer new services such as city and county government wide e-mail, better help desk support, and faster deployment of new computers and applications. Those services would be cost prohibitive without the enterprise agreement."

—Chuck Blair, IT director, Albany/Dougherty County

Making it Easier for Citizens to Access Their Government

GTA connects citizens with their government by expanding access to government information and services. New services such as electronic voting and online driver's license renewal mean greater value and convenience for Georgians.

Electronic voting. GTA assisted in the acquisition of Georgia's new electronic voting system. GTA managed the bid, evaluation and award process; participated in contract negotiations; and consulted on project implementation. The new system operated smoothly during its debut for the November 2002 general election.

The state's new enterprise portal. Launched in July 2002, **www.georgia.gov** provides Georgians a single point of access to online government information and services. Menus guide users to frequently accessed services, helping them quickly find what they're looking for. The site already attracts some 1.5 million page visits per month. New services will be brought online continually as programs are developed.

Online driver's license renewal. The first new service available on the portal enables Georgians to renew their license online, by phone or mail and to complete other transactions without a trip to a Department of Motor Vehicle Safety (DMVS) office. GTA worked with DMVS to offer the service. More than 18,000 Georgians have renewed their licenses online or by phone between July and November 2002, the first months the service was available.

"Where's my child's check?" Georgians can check the status of child support payments online. The new service became available on the portal in fall 2002. More than 1,200 constituents have visited the site, which was first available on a trial basis. When the system becomes available to all 325,000 custodial parents with child support orders, a notice will be sent to them.

www.georgia.gov Contact Center. Portal users can get quick assistance with online transactions from the **www.georgia.gov** Contact Center, which was established in less than 40 days. Since the center began operation July 1, 2002, it has exceeded service expectations:

- The center aimed to answer 80 percent of all calls within 20 seconds, but more than 98 percent of all callers wait less than 20 seconds to talk to a staff person.
- E-mails are answered in less than 12 business hours, far surpassing the center's goal of a 24-business-hour turnaround.

Vital Records. GTA helped Vital Records choose and purchase a cost-effective automated telephone system to improve productivity and customer service. GTA technicians also installed the system. Vital Records receives an average of 1,300 calls per day.

Callers can get basic information 24 hours a day, seven days a week in English or Spanish. The new system can manage up to nine calls simultaneously. Before the system was installed, only one operator was available to answer four incoming phone lines. An estimated 18 percent of calls were "dropped" either through unsuccessful transfers or because callers got tired of waiting and hung up. Three full-time operators are now able to spend more time answering questions about birth certificates, marriage licenses and other records.

DFCS Change Center. GTA assisted the Georgia Department of Human Resources in establishing a center in South Georgia to manage data for 220,000 clients of the Division of Family and Children Services in 60 to 80 counties. GTA worked with vendors to develop and install technology to enable clients to update their information, such as an address change, one time for all DHR services they receive.

Protecting Security and Privacy

GTA maintains information systems that are essential to public safety in an emergency and safeguards citizens' private information.

Homeland security. GTA is coordinating a U.S. Department of Defense initiative that brings in federal funds to perform security assessments of the state's infrastructure and install firewalls and intrusion detection systems. The Georgia Emergency Management Agency and the Georgia Department of Transportation are piloting the project. Georgia is one of two states selected to participate. GTA supports the homeland security initiative by safeguarding the security of the state's Internet connectivity.

Threat Management Center. The center oversees the security of the state's Internet backbone. GTA improved security by moving the state firewalls into a 24x7 managed service agreement with Internet Security Systems (ISS), the Georgia-based security industry leader. The firewall blocks an average of 5,000 suspicious activities in a 48-hour period. The center also is forming an Incident Response Team to investigate possible security breaches as quickly as possible.

Security policies. GTA issued uniform enterprise information security policies that address information security, network access control, password management and disaster recovery. In addition to defining roles and responsibilities, the security policies help raise agencies' awareness of potential risks associated with IT.

Privacy. GTA has developed a detailed privacy statement as part of its efforts to preserve the privacy of anyone who visits Web sites it maintains on behalf of state agencies. The statement discloses what types of information may be collected about a visitor and how the information is

used. It also addresses nondisclosure of personally identifiable information, use of "cookies," and the tools, policies and protocols necessary to safeguard online submission of information.

Cybercrime Taskforce. GTA participates as a board member of the Cybercrime Taskforce and has referred eight instances of suspected illegal Internet activity to the taskforce in the past year. GTA serves as liaison between the state and law enforcement at all levels on matters of information security and assists the state Law Department in cybercrime investigations.

Access to National Crime Information Center. GTA worked with the Georgia Bureau of Investigation to draft a request for proposal for a virtual private network to give city and county law enforcement offices throughout the state secure access to National Crime Information Center data. The national database is maintained as a reference for criminal background information.

Disaster recovery. GTA assisted 12 key agencies in developing effective business continuity/disaster recovery plans. GTA helps agencies identify their essential functions, recovery objectives, and plans for communications, recovery of critical records and data, and alternate locations for work and IT processing.

Safeguarding student information. Sensitive information about students who receive HOPE scholarships, including their Social Security numbers and scholarship values, was inadvertently placed on the Internet in 2001 through a database operated by the Georgia Student Finance Commission (GSFC). GTA helped GSFC get back online securely and conducted a thorough investigation, recommending measures to prevent a recurrence and strengthen security throughout GSFC's information systems.

Upgrading Telecommunications for Economic Development and Flexible Work Options

The Converged Communications Outsourcing Project (CCOP) was designed to create a world-class, converged state telecommunications infrastructure also available to citizens, businesses and local governments. Access to the latest telecommunications technology would enable even the most remote areas of the state to compete on a level playing field for economic development opportunities.

Two bidders—ConnectGA, led by BellSouth, AT&T and EDS, and EnvisionGeorgia, led by IBM— submitted bids by the November 15, 2002, deadline.

However, citing uncertainties in the telecom industry and the economic environment, IBM notified GTA on January 3, 2003, that it was withdrawing its bid.

On January 29, 2003, Gov. Sonny Perdue created a task force to identify a manageable and sustainable approach to outsourcing the state's telecommunications services. Shortly after naming the task force, the governor also recommended that GTA discontinue CCOP. The absence of competing bids contributed to Gov. Perdue's decision to create the task force and discontinue CCOP. GTA will work with the task force in an advisory capacity.

Task force to gather data, make recommendations. GTA will assist the task force and offer information gathered from state agencies and local governments about telecommunications and computing requirements, costs and funding. The 15-member task force will gather additional information needed to make decisions about the future of Georgia's telecommunications infrastructure. It will analyze:

- cost-effective alternatives for improving the delivery of telecommunications services and providing distributed computing services;
- potential impact on economic development throughout the state;
- disparities in cost and services between urban and rural areas;
- opportunities for state and local governments to modernize telecommunications services without additional capital outlay; and
- budget implications, costs and savings.

Just as rural electrification and air conditioning once brought business and industry to rural areas, advanced telecommunications services would allow entrepreneurs and new businesses to locate anywhere in Georgia. These new business opportunities could make it possible for rural Georgians to find desirable jobs without leaving their homes and families. In metro areas, a modern telecom infrastructure would make work alternatives like telecommuting a realistic option, thereby helping to relieve traffic congestion.

Supporting State Agency Goals

GTA plays a critical, often "behind-the-scenes" role in enabling state agencies to perform their functions. From maintaining computer functions for processing revenue collections and child support payments to assisting in the acquisition of the statewide electronic voting system, GTA helps bring important services to Georgians.

Data center. The state data center provides support for more than 125 state systems, including personnel, payroll, purchasing, invoice payments, billing and revenue collections for 76 agencies, including the largest agencies in state government. The center also supports critical systems such as law enforcement, child support payments, temporary assistance for needy families and payments to retirees.

More than 30 years old, Georgia's current data center facility is deteriorating and lacks essential security features. In 2002, the General Assembly approved an $18 million bond package for the purchase of a new data center. A new facility with up-to-date hardware and software will help ensure that critical systems are secure and maintained or recovered during a catastrophic event. Because of the state's economic condition, the purchase has been delayed.

Monitoring Center. A new monitoring center at the state data center prevents and quickly detects potential data processing problems so technicians can intervene before state agencies experience slowdowns or even service interruptions. The center was built for less than $1,000. A Web site launched in fall 2002 allows state and local agencies to check the current status and past performance of various information systems anytime they choose.

Telecommunications services. GTA provides telephones, wireless and data services in every Georgia county to all state agencies, colleges and universities operated by the Board of Regents, 1,190 city, county and school system offices, and 24 federal government offices. GTA provides and supports:

- 133,625 Centrex telephone lines
- 19,336 PBX telephone lines
- 466 PBX trunk lines
- 15,125 telephone lines in college or university dormitories

- 5,196 business lines (those that are not Centrex or PBX)
- 2,528 ISDN lines for high-speed transmission of voice, data and video signals
- 9,248 data circuits
- 1,261 routers for transmitting data
- 48,248 voice mail boxes
- 488 automated telephone attendants
- 19,131 telephone calling cards
- 14,459 authorization codes (used to control long distance access)
- 32,290 pagers
- local area networks for six state agencies

Professional project management. Three out of four IT projects fail because of a lack of effective management, costing governments millions of dollars each year. GTA's certified project management professionals help teams, divisions and agencies through all phases of IT project development and implementation. GTA assists agencies in managing key projects, for example:

- Electronic voting (Office of the Secretary of State)
- Online and mail-in driver's license renewal (Department of Motor Vehicle Safety)
- MultiHealthNet (Department of Community Health)
- Immunization registry (Department of Human Resources)
- Office relocation (Department of Revenue)
- System upgrade (Teachers Retirement System)
- Digital broadcasting studio (Georgia Public Broadcasting)
- Statewide vehicle management (Department of Administrative Services)
- Auto insurance verification (Department of Motor Vehicle Safety)

Financial management. GTA operates the PeopleSoft human resources and financial system and handles agency billing for technology and telecommunications. For example, in FY 2002, GTA managed:

- Payroll checks for 65,000 state employees
- Retirement checks for 45,000 retirees
- Database of 85,000 active members in the Employees Retirement System
- Benefits processing for more than 100 agencies
- 1099s and W2s for more than 70 state entities
- Processing of payments to 100,000 vendors
- Billings of $180 million annually for IT and telecom services

Fast and reliable Internet connections.
The state's Internet service is available an average of 99 percent of the time every month. Recovery time from an outage averages less than one hour. GTA has taken important steps to ensure fast and reliable Internet connections for state and local agencies. These steps include:

- switching to a new Internet service provider because of performance problems with the previous provider (10/02);

- negotiating an agreement with the Board of Regents that enables GTA to use PeachNet as a backup Internet provider for state agencies (8/02);

- upgrading firewalls, routers and switches to provide complete redundancy in the state's Internet system to the point where it connects with the network operated by the state's private sector vendor (1/03);

- installing additional fiber-optic equipment to meet the state's rapidly growing need for additional network capacity (12/02); and

- beginning a comprehensive assessment of processes and procedures for better management of the state's data network (1/03).

Online payment transactions. GTA is the centralized payment processor for online payment transactions for state and local governments. Online transactions have increased dramatically, growing from 4,131 in FY 1999 to 348,262 in FY 2002. GTA processed $28.8 million in online transactions on behalf of other agencies in FY 2002, up from $318,000 in FY 1999. GTA has leveraged the large volume to negotiate lower credit card transaction rates, driving down the cost of individual transactions.

GTA routes a large volume of online transactions in an efficient and timely manner that requires minimal staff. For example, GTA:

- collects student tuition payments for 14 state colleges and universities and remits funds to schools on a weekly basis;

- processes online payments for auto tag renewals for 12 counties; and

- supports many agencies' online services, including driver's license renewal, professional license renewal, corporation filings and park memberships.

Child tracking system. GTA assisted with the enhancement of a child tracking system for the Georgia Department of Human Resources (DHR). The system enables Child Protective Services to track children in foster care and families reported for child abuse or neglect if they move from one county to another. The system also links to the GBI's sex offender registry. GTA is working with DHR on a plan for a full child welfare case management system.

Strategic IT planning. GTA has incorporated specific IT planning into agency strategic planning for the first time. Agencies now are required to think about their business processes and how technology can best be applied to increase efficiency, effectiveness and economy. Instead of allowing technology to dictate business practices, GTA wants business practices to drive agency technology decisions.

A resource for UGA. GTA assisted the University of Georgia in procuring and installing a state-of-the-art telecom system. The successful conversion affected more than 11,000 phone lines and 23 equipment locations. The new system provides greater reliability and enhanced 911 capabilities. GTA also helped UGA in the procurement of a chemical tracking system, the nation's first hazardous chemical tracking software system for colleges and universities.

Assistance for two-way radio systems. GTA processes and evaluates more than 150 agency requests for radio equipment each year and handles more than 1,100 radio frequency registrations, renewals and notifications. GTA helps agencies ensure that the equipment they request is cost-effective. In 2001, GTA identified radio equipment for the Department of Public Safety that saved more than $275,000. A study conducted by GTA in 2002 indicated that Georgia's costs for mobile and portable radios are from 6-24 percent less than comparable states for identical equipment purchases.

Critical assistance. GTA helped the Georgia Department of Labor (DOL) set up a transition center in St. Marys when the closing of a local plant left 900 people without jobs. GTA established voice and data services within only 15 calendar days, much faster than the six weeks normally required. GTA also worked with DOL to open a center quickly in Blue Ridge to assist employees after the closing of a Levi Strauss factory. With assistance from vendors and the local telephone company, GTA had necessary services in place in less than half the anticipated time.

Communications solutions. GTA helps agencies make sure their communications systems meet their changing needs.

- The Department of Public Safety (DPS) asked GTA to find an inexpensive solution to manage the growing volume of calls received by radio dispatchers at the Georgia State Patrol Post in Conyers. Since more than half of the calls pertained to services of the newly created Department of Motor Vehicle Safety (DMVS), GTA designed a system to handle emergency calls for the State Patrol and provide automated information about DMVS services such as driver's licenses and motor vehicle records. The solution reduced call volume for the State Patrol Post by approximately 75 percent, allowing radio operators to focus on the safety of troopers. DPS is exploring implementing the service arrangement at all posts.

- Gordon College in Barnesville requested GTA's help in replacing its outdated telephone system and cabling infrastructure. GTA engineered and installed inside and outside conduit and cabling as well as a state-of-the-art communications system. Since the project was completed in December 2001, the college has noted an increase in productivity and easier communications among staff, students and parents.

- In 2002, GTA replaced the aging telephone systems serving state senators and representatives in the Legislative Office Building and the State Capitol. Conversion of more than 300 lines on the existing obsolete systems to a single digital system occurred on weekends to minimize down time and disruption. GTA also set up ongoing training classes and a help desk to ease the transition.

Added value for agency technology initiatives. GTA works closely with state agencies to determine the best technology solutions. An enterprise approach ensures wise utilization of resources and state funds. GTA has assisted in agency technology projects totaling more than $405 million. Examples include:

- Department of Transportation (DOT)—GTA assisted DOT in converting to a single radio standard to improve communication among all DOT offices across the state. GTA also helped DOT develop and implement agency-wide standards for information technology security and computer hardware purchases.

- Secretary of State—GTA developed the capability for Web renewals and credit card processing for professional licenses and corporation filings. Revenues from these online services processed by GTA totaled $7.6 million in FY 2002, more than double the amount generated in FY 2000.

- Georgia Cancer Coalition—GTA determined and installed infrastructure for desktop computing,

telecommunications and Internet access and provides ongoing technical support.

- Georgia Professional Standards Commission— GTA assisted in business process reengineering that streamlined operations and installed a new phone system enabling the commission to reduce turn-around time dramatically for certifying teachers.

- Office of School Readiness—At the agency's request, GTA assisted in vendor negotiation resulting in an affordable payment plan for the statewide pre-K information system.

- Department of Juvenile Justice—GTA enabled court services offices across Georgia to share information more quickly and easily through a higher speed Internet connection.

- Department of Revenue—GTA helped strengthen network security and upgraded the mainframe and software used to process income tax payments.

- Georgia Emergency Management Agency (GEMA)— As a participant in the Governor's Task Force on Warning and Communications, GTA worked with GEMA to expand National Oceanic and Atmospheric Administration (NOAA) Weather Radio transmissions in Georgia. Previously, some areas of the state were unable to receive vital weather warnings under the NOAA Weather Radio network. GTA approved the purchase of new transmitters and NOAA radios to provide maximum statewide coverage.

Media services. GTA provided affordable media services, including professional training and information videos, for more than 24 state agencies, technical schools and local governments. Other services include digital photography, audio and video public service announcements and Web site content.

Specialized consulting services contract. GTA established a contract to enable state and local governments to find private-sector companies that assist with strategic planning, budgeting and related services. Agencies may select from 70 different companies. The contract alleviates the administrative burden of identifying and screening potential vendors.

> *"We worked closely with GTA's Program Management Office and shared ideas about what does and doesn't work.... It's impossible to manage large initiatives without planning and status reporting. On a week-to-week basis, you can see if you're getting off-task, which makes it much easier to get back on track fast."*
>
> *—Sandra Haga, retired deputy commissioner for IT, Department of Revenue*

Promoting Collaboration Throughout State Government

GTA works closely with state agencies to encourage the effective and efficient use of technology.

The Georgia Digital Academy. An innovative learning program sponsored by GTA brings agencies together to develop technical solutions to common business problems. Digital Academy participants take part in educational and training programs, help identify best practices, and set standards for hardware, software and systems architecture to be used throughout state government.

More than 25 participants from 18 state agencies graduated from the pilot session, which focused on document management. Thirty participants completed the second 10-week session on active directory, a system for managing access to resources such as e-mail and printers on local area networks. GTA, the Department of Administrative Services and the Department of Transportation have begun a pilot project to test the active directory policies and procedures.

Two users groups, the Georgia Active Directory Professional Association and the Georgia Document Management Association, formed as a result of the Digital Academy.

"The Georgia Digital Academy has given us a great start in breaking down the divide between state agencies. The group sessions have created a cooperative environment and level of communication rarely achieved in state government."

—Amelia Winstead,
local government services coordinator,
State Archives, Office of the Secretary of State

State Agency Heads Advisory Group to GTA. Leaders of the state's 18 largest agencies meet each month with GTA to discuss issues affecting their telecommunications and information technology operations. The group offers input on proposed IT policies and standards.

Georgia Enterprise IT Leaders Forum. GTA established the Georgia Enterprise IT Leaders Forum (GEITLF) to assist in developing statewide technology standards that promote interoperability and security. More than a dozen state agencies have selected GEITLF representatives.

Multiagency security group. GTA organized the Information Security Officers (ISO) Working Group and brought agency ISOs together to increase awareness of security and develop an informal IT security infrastructure through which reports and alerts are disseminated.

Portal Advisory Group. Representatives from state agencies, the Office of the Governor and the Office of Planning and Budget address major policy and process issues associated with building a state government portal.

HIPAA implementation. GTA is coordinating Georgia's implementation of the federal Health Insurance Portability and Accountability Act (HIPAA). At least 13 state agencies are affected by HIPAA and are participating in meeting its requirements within aggressive federally mandated timeframes. GTA is leading a multiagency steering committee in coordinating compliance activities involving technology systems, privacy and security policies, contracts, and education and training programs.

Women in Technology in Government. GTA is an executive sponsor and organizer of Women in Technology in Government. The new organization brings together women who work in or with technology, providing opportunities for education, networking and mentoring.

Using Technology to Enhance Teaching and Learning

Programs administered by GTA help bring technology to Georgia schools and homes and demonstrate technology's value as a learning tool.

Laptop computers and schools. Laptops add a new dimension to learning for students at eight Georgia middle schools. Each of the almost 5,000 students received a laptop computer as part of the wireless schools project. GTA oversees the project, which also includes technical support, lesson plan content, software correlated to Georgia's Quality Core Curriculum, and professional development for school personnel. Supported by $10 million from lottery funds, the three-year pilot project seeks to improve student performance and test scores.

Participating schools include:

Early County Middle School, Blakely, Early County

Henderson Middle School, Jackson, Butts County

Hilsman Middle School, Athens, Clarke County

Louisville Middle School, Louisville, Jefferson County

Marshall Middle School, Columbus, Muscogee County

Rossville Middle School, Rossville, Walker County

Treutlen Middle School, Soperton, Treutlen County

W. L. Parks Middle School, Atlanta

Home computers. State employees and employees of public school districts can buy home computers, software and related equipment at discounted prices. GTA established the program, which is managed by a private vendor and involves no state funds.

Girls and technology. GTA offers middle school girls an up-close look at technology careers at CyberSisters Summer Technology Camp. GTA has sponsored the camp for two years, giving girls an opportunity to explore careers in technology and work on a kids' Web site with facts and fun information about Georgia. The site will introduce youngsters to the state's new portal.

GTA Budget FY 2003

Current Budget

Revenues:

Current Year Appropriation	$23,738,147
Subtotal Appropriated Funds	$23,738,147
Prior Year Revenues	$3,702,125
Projected Current Year Revenues*	$175,914,825
Total GTA Generated Revenues	$179,616,950

Total Revenues $203,355,097

Expenses:

Personal Services	$ 56,618,093
Regular Operating	$5,370,000
Travel	$640,000
Motor Vehicle Purchases	$0
Equipment	$468,425
Real Estate Rentals	$3,546,131
Per Diem, Fees	$19,019,230
Contracts	$3,249,000
Telephone Billings	$86,329,000
Radio Billings	$501,019
Computer Charges and EDP Equipment	$25,712,369
Materials for Resale	$1,901,830

Total Expenses $203,355,097

Revenue generated from state agencies for telecom and computer services and from sales of data.

GTA Board of Directors

The GTA Board of Directors functions in much the same way as the board of a corporation. It oversees GTA's policies, approves the budget and also selects the GTA executive director and the state's chief information officer after considering a recommendation from the Governor.

The board is composed of 12 members. The Governor appoints seven members, the Lieutenant Governor and the Speaker of the House appoint two members each, and the Chief Justice of the Georgia Supreme Court appoints one non-voting member. They serve staggered, three-year terms.

The Governor designates a member of the board to serve as chair.

All members must be employed in the private sector and have high-level experience in managing large IT enterprises.

Board members
(as of December 2002, with two vacancies)

James D. Lester III, *Board Chairman*
Chief Information Officer, AFLAC, Inc., Columbus

Dean Alford
President and Chief Executive Officer,
Allied Utility Network, Conyers

Andrew Barclay, *Ex-officio member*
Technical Consultant, ChildWelfare.net

The Honorable L. Keith Brady
Mayor, City of Newnan

Brent D. Layton
President, Layton & Associates, Powder Springs

Wayne H. Lazarus, *Board Secretary*
Attorney, Stokes, Lazarus & Carmichael LLP, Atlanta

Jacinta (Jay) C. Miller
Director of Testing Services,
Total System Services, Inc., Columbus

Michael H. Ross
President and Chief Executive Officer,
MHR International, Atlanta

Connell Stafford
Vice President for Corporate Affairs,
The Coca-Cola Company, Atlanta

Cheryl N. Taylor
Production Support Manager,
AGL Resources, Atlanta

GTA
Georgia Technology Authority

GTA Organizational Structure

GTA has a 12-member board of directors and a chief information officer, who also serves as GTA's executive director. The authority has four divisions and eight offices.

Divisions:

Information Resources. Responsible for operation of the state data center, which provides around-the-clock support for more than 125 state computer systems for 76 agencies. Supports critical systems such as those used for law enforcement, child support payments, eligibility for family assistance and driver's licenses, as well as personnel, payroll, purchasing, invoice payments, billing and revenue collections. Advises agencies on security operations and establishes production acceptance standards for software applications.

Telecommunications. Oversees operation of the telecom network serving all state agencies and many local governments throughout Georgia. Services include local and long distance telephone, statewide paging, data transport, video teleconferencing and distance learning. GTA operates the third largest telephone system in Georgia.

Financial. Responsible for management of GTA's operating budget, review of state agency IT budgets, procurement, asset management, accounts payable, accounts receivable, rate setting, billing and management of statewide financial systems. Assists state agencies in acquiring IT goods and services and managing contracts.

GeorgiaNet. Manages the state's Web presence (**www.georgia.gov**) and is responsible for developing, implementing and maintaining Georgia's government portal, software applications and architecture, and reusable software components. Also provides technical support for the bulk sale of data, a primary source of revenue for GTA, and makes it possible for state and local governments to accept electronic payments over the Web, primarily by credit card.

Offices:

Office of Technology. Responsible for establishing enterprise architecture standards and policies, as well as providing state agencies direction on important technology initiatives. Provides leadership to the Digital Academy and the Wireless Schools Project and guidance on projects such as the state's new electronic voting system.

Office of Information Security. Issues information technology security policies and manages security operations for the state's Internet backbone. Leads the Information Security Officers (ISO) Working Group, composed of state agency ISOs.

Office of External Affairs and Business Development. Works with local governments, private institutions and professional and trade associations to create strategic alliances to promote the use of technology. Promotes the state's IT initiatives and manages sales and marketing of GTA services to customers outside state government. Offers local governments access to IT products and services at a reduced cost.

Program Management Office. Provides oversight and consultation on technology projects exceeding $1 million. Program management processes and risk mitigation strategies help to prevent project failures and cost overruns.

Office of Account Management. Serves as GTA's primary interface for state agencies. Works collaboratively with agencies to determine their IT needs based on a clear understanding of business functions. Develops viable solutions for agencies using GTA resources and manages resolution of service delivery problems. The systems engineering team provides technical consultation on implementing cost-effective technology solutions that meet GTA technical standards and policies.

GTA's other offices include **Communications**, **General Counsel** and **Human Resources**.

GTA Goals

- Increase productivity of government.
- Lead a collaborative effort of state agencies to define and implement a technology-enabled government.
- Help agencies achieve their goals by providing trusted advice and reliable services.
- Ensure accountability as good stewards of the public trust and public funds.
- Develop IT strategies that enhance the way Georgians live, work and raise their families.

GTA Principles

Lead by example. Demonstrate our value through our actions and achievements.

Communicate effectively. Timely and effective communication is essential to everything we do.

Engage. Listen to and respect others.

Reach high. Create an environment that stimulates learning, growth and creativity.

Act with courage to do the right thing. Take appropriate risks and challenge convention in the best interest of the state regardless of how difficult the choice.

Add value. Always choose the course that adds value.

Be accountable. Act ethically and responsibly as good stewards of the public trust and public funds.

Act with the end in mind. Look to the future while addressing solutions for today.

Succeed together. We work best when we work together and have the resources and environment to succeed.

Seek diversity. We value a diversity of experience, perspective and background.

Own the solution. Authority comes with responsibility, expertise and capability to bring issues to closure.